

Address by Admiral Stansfield Turner  
Director of Central Intelligence  
SIS Promotion Ceremony  
Monday, 14 July 1980

Good morning. We are here, as you well know, to welcome some new members into the Senior Intelligence Service and to congratulate others within that Service who are being advanced to higher grades.

I'm happy that this is the largest group -- 79 people -- ever to be so advanced in this Agency -- five times the number of promotions in 1977. Added to the promotions last January, we have a total of 129 this fiscal year, obviously in part due to the large number of retirements we've experienced, reflecting the fact that our Agency is maturing and some of our people are reaching that phase in life reflecting what I think is a terrible characteristic of our government in creating incentives for people to leave rather than stay by some of our financial wizardry or lack of reasonableness, but reflecting also the deliberate emphasis we have placed on trying to encourage reasonable promotion opportunities in all elements of the Agency to the extent it's feasible to do that.

I want particularly this morning to welcome those of you in the back rows of the new group here -- those who are entering into the Senior Intelligence Service for the first time -- you're taking a major step forward, a very symbolic one that is indicative of great new responsibilities that will rest on your shoulders. Your profile is one of ranging from age 37 to age 59--I think reflective of the fact that we want on the one hand to have great opportunity for accelerated movement for those with particular capabilities. We want also to give every opportunity for those who reach this occasion later in life to be recognized when they deserve it. You've been in the Agency from a year-and-a-half to 33 years. You've been GS-15s from a year-and-a-half to 17 years.

You are the second group we have brought into the Senior Intelligence Service which we organized last November under my special authorities as Director. We did it because we want you, we want the Agency as a whole, to be afforded the same, or at least comparable benefits and opportunities for those in the Civil Service under the Senior Executive Service that's been established by law there. Part of that, of course, is that you will be eligible next November for bonuses -- 25 or maybe 50% of the Senior Intelligence Service depending on some pending Congressional action, will be judged on performance for the awarding of bonuses and that performance we have now, I think, very wisely defined much more specifically in work plans and such.

What this really says to us is that we are becoming more competitive in our executive service in the Government of the United States, much more like industry. It has its pluses and minuses, but it certainly does give us a greater sense of competition and a greater sense of opportunity for every individual with it. And while this Agency has always required and had superior leadership throughout its years, I would suggest to you today that we're going to need superior leadership even more in the decade of the 1980's that lies ahead of us.

I think we all appreciate that we have turned the corner in this country on public and governmental recognition of the importance of our Agency and what we are doing. But with that comes added responsibilities for each of us. The more freedom we have, for instance, the more carefully we must judge whether what we are doing, the risks we are taking, are worth it in the national interests. We also have the added responsibility that the more support we receive from the Congress, from the government, from the public, the more we are going to be expected to produce--better collection, better analysis. The last thing we can possibly do in this kind of more favorable atmosphere is to rest on our laurels. It is very nice to have a more favorable recognition of our performance by the country today than there has been perhaps over the last five or six years, but it does mean that we're going to have new challenges, new demands placed upon us to live up to that.

For instance, one of the challenges comes to how do we utilize these burgeoning new technologies that lie in front of us, that are brought to us in part by our own DDS&T? How much of that can we and should we afford and how do we utilize new technologies when every day there is another technology developed that is the very counter-measures to the one we've just decided to exploit? Still another challenge that we face today is that of how to use the new kinds of analytic techniques that are being made available--computer-assisted analysis, quantitative analysis of even social and political issues. What are going to be the areas of the world on which we must concentrate in the future? Will Indonesia and Brazil someday replace Iran, Saudi Arabia, Zimbabwe that have sprung out of the Third World and occupies so much of our time and attention in recent months? And what about things like food, minerals--are they going to grow in arms control? We have important decisions to make between us as to where we are going to have to shift and focus our attention in the years ahead.

And last, and perhaps most important to you, is the challenge of how we lead the fine young men and women who are coming in to our Agency today and for whom we should be so grateful to our recruiters and to all of you who play a role in bringing them into this organization. Can we satisfy their different but equally

valid sense of idealism? Can we provide them what they think is the adequate opportunity for advancement, for responsibility, for a sense of contribution? Whether we meet these challenges of the decade of the 1980's is going to be in large measure in your hands. As of today, those of you entering the Senior Intelligence Service must think and act as Agency people, not as representatives of DDO, the DDA, the OLC or wherever you may happen to be assigned at the moment. Because how you act as an Agency spokesman will determine the tone and the standards that will set the direction of this Agency for years to come. Directors of Central Intelligence, Presidents, Congressional committees can push or pull in one direction or another, but it is you who are the real continuity. It is you who must inspire those below you, those coming forward to replace you. You should be the source of change, of innovation, of new ideas of keeping this Agency abreast of the times. If you don't, we will serve the nation of yesterday, not the nation of tomorrow. You all must be congratulated on the important step you are each taking today on entering or moving forward within the Senior Intelligence Service. You should feel good. You should feel very good, but at the same time, you should feel humble at the prospects and the added responsibilities that you will shoulder. Most of all though, I urge you to feel exhilarated and challenged by the prospect that lies ahead. I see it as a prospect of great optimism, a prospect of great opportunity for service to our country; greater perhaps than any time in the history of this fine Agency.

Welcome, congratulations.